

THE  
ISABELLA STEWART GARDNER  
MUSEUM, INCORPORATED  
BOSTON, MASSACHUSETTS



FORTY-THIRD ANNUAL REPORT  
1967



Isabella Stuart Gardner

The Isabella Stewart Gardner Museum

INCORPORATED

FORTY-THIRD

# Annual Report

for the year 1967



BOSTON, MASSACHUSETTS

1968



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# THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



G. PEABODY GARDNER, *President*

MALCOLM D. PERKINS, *Vice-President and Secretary*

JOHN LOWELL GARDNER, *Treasurer*

## TRUSTEES

G. PEABODY GARDNER

JAMES LAWRENCE, JR.

MALCOLM D. PERKINS

JOHN LOWELL GARDNER

MASON HAMMOND

FRANCIS W. HATCH, JR.

ELLIOT FORBES



## STAFF\*

### ADMINISTRATION

*Director*  
*Administrator*  
*Secretary for Administration*  
*Assistant Secretary for Administration*  
*Secretary for Music*  
*Secretary for the Collection*  
*Associate Secretary for the Collection*  
*Docents*

*Photographer*

### COLLECTION

*Conservation Technicians*

### SECURITY AND MAINTENANCE

*Supervisor of Buildings*  
*Security Foreman*  
*Maintenance Foreman*  
*Shop Technicians*

*Technicians and Watchmen*

FLORA A. BERRY  
HERBERT A. BERRY  
CARL E. BIGHAM  
MARY CAMPBELL  
MICHAEL CONWAY  
MARTIN DAVIS

*Guards*

STANLEY BENTLEY  
BASIL B. DAVISON  
ALFRED J. DONNELL  
JAMES W. DOWNING  
HAROLD J. EDGETT  
CARL R. ERLANDSON  
JOSEPH FEELEY  
MICHAEL FLYNN  
HENRY F. FORD  
ERNEST GILLIBRAND  
ALBERT B. GORDON  
HENRY L. GORMLEY

### GARDENING

*Head Gardener (Greenhouse)*  
*Head Gardener (Museum)*  
*Gardeners*

MICHAEL COGAVIN  
PATRICK J. FLYNN

GEORGE L. STOUT  
ROLLIN VAN N. HADLEY  
JANET GARDNER  
LESLIE DRYER  
JOHANNA GIWOSKY  
SUSAN W. DAY  
LINDA V. HEWITT  
SHAUNAGH GUINNESS  
MARTHA HOLSCRAW  
WILLIAM N. MASON  
JESSIE M. STUART  
NICHOLAS A. TRANQUILLO  
JOSEPH B. PRATT

YVONNE A. A. COX  
DOLLY MANZONI  
VINCENZINA ROMANO  
ANA WERTELECKI

JOHN J. MARETTI  
PATRICK T. NILAND  
JOHN J. KENNEDY  
MICHAEL FINNERTY  
JOHN F. NILAND

ROBERT FRENCH  
JAMES F. HORGAN  
DENNIS MAHONEY  
JOSEPH MINIUTTI  
PATRICK J. NAUGHTON  
ELWIN F. RICH

EDWARD GRAY  
HAROLD R. HOLM  
PATRICK McDONOUGH  
JOHN F. McELHINNEY  
CHARLES A. McSTRAVICK  
EDWARD P. NAYLOR  
PAUL C. PETERSEN  
CLEMENT REARDON  
JOHN F. REARDON  
THOMAS SULLIVAN  
WALTER J. WESTWOOD

JOHN F. SULLIVAN  
JOHN A. MADDEN

MICHAEL HEAVEY  
ROBERT M. MacKENZIE

\* On regular duty 31 December 1967.

## REPORT OF THE PRESIDENT



### TO THE TRUSTEES:

When Messrs. Francis L. Higginson and Arthur Pope, the last two remaining Trustees appointed by Mrs. Gardner, tendered their resignations in 1967 it marked the end of an era so far as the Board of Trustees is concerned. These resignations were very regretfully accepted and I am sure, in a sense, were regretfully tendered. However, as both Mr. Higginson and Mr. Pope were immediately elected Trustees Emeriti and are available for advice they are entitled to all the rights and privileges of regular Trustees except the right to vote.

Their services to the Museum as Trustees for a span of forty-three years, during thirty of which Mr. Higginson was also President, have been of inestimable value. The foundation they were largely instrumental in laying will, I am sure, be of continuing value in the future.

The Museum has been fortunate in their successors: Messrs. Francis W. Hatch, Jr., and Elliot Forbes. Mr. Hatch is a leading member of the Massachusetts General Court and is noted for his interest in music and other arts. Mr. Forbes is the internationally famed conductor of the Harvard Glee Club and Radcliffe Choral Society.

Other events of lesser importance, but all of them of interest, are as usual carefully recorded in the Report of the Director.

G. PEABODY GARDNER,  
*President*

February 12, 1968

## REPORT OF THE DIRECTOR



### TO THE TRUSTEES:

To put a precise age on this museum as an institution in the public service is not easy. Under the law, 19 December 1900 is definite. On that day the Secretary of the Commonwealth declared it to be an existing corporation. Ten years before that, however, the collection was well started, and 1903 came before the building was ready to be opened. Nearly twenty-five years were needed before a regular pace of operation became settled. By September 1927, early uncertainties lay behind. At that date the director reported conclusion of three experiments: Saturday instead of Friday for an open day; extension of open hours in the winter from 3 to 4 P.M.; and the start of programs of music. He also reported addition of a new greenhouse and a decrease in the number of visitors, which brought the total for that year of operation to 55,965. (1967 also had a decrease which brought the number for that year down to 143,904.)

Many of the comments of forty years ago relate to the innovations of music and greenhouse operation, some to holding the attendance, none to the state of the building as a structure. It had got along for twenty-five years with rather light traffic through it. The next thirty years brought heavier traffic at a time when the breakdown of building materials began to set in. Defense against decay has been constant precaution: mend every flaw as it appears. Three skilled technicians have to spend the large share of their working time at the task. Most of their labor is beyond the knowledge of visitors. Removed from the public also are the



benches of plants in the greenhouses, set and grown for the court by gardeners there, and more than a score of such needed tasks on grounds, on roof, in basement, and in offices are done every day with quiet responsibility. A testimony of respect and gratitude is offered to those who do them.

A few repairs were too big to hide. The Little Salon, second floor, had to be closed to the public from 9 January to 7 March. Objects were packed in cases while wiring and lighting, walls and paneling, were completely done over. The glass in the skylight over the court was taken out and put in with fresh caulking. Water pipes, conduits, wiring, paving and other repairs were done at the greenhouse. The semiannual care of the mosaic pavement takes only a day. Many days are needed for each of the sections of embossed and painted leather on the walls of the Veronese Room. Years will pass before those are finished. Minor repairs could be done in the galleries for 70 objects. Counted by their material, those handled in the workroom were wood, 53; terra cotta, 1; metal, 42; glass, 86; and paper, 15. Like other large objects, a big tapestry has to be removed for repair; months of careful needlework bring back the strength and the thread colors. One of those, from the Tapestry Room, was completed in 1967. Another is on the rack. Smaller textiles were repaired, 27 in all.

Audiences for nearly 200 concerts, presented during the year, seemed larger than before and may have been larger than is known because of a tape recording for broadcast of those on Sunday afternoons; that was through an arrangement with Boston's educational station, WGBH-FM. The usual variety has been heard with additional emphasis on early and on contemporary music. A series of début concerts was scheduled for the first Thursday evening of each

month; young musicians were thus offered the opportunity to perform their first major recitals in Boston.

General attendance:

	1967	1966
Weekdays	78,053	85,648
Sundays	56,385	58,827
Closed-day tours	4,921	6,663
Special visits during closed hours	4,545	6,029
	<hr/> 143,904	<hr/> 157,167
	<i>Groups</i>	<i>Persons</i>
Scheduled tours on open days	134	2,564
Special visits, no tours	12	3,589
Boston public schools	22	779
Schools outside Boston	87	4,215
Colleges and technical schools	14	807
Other organizations	44	2,249

Besides many that were smaller, 13 special visits were provided for qualified organizations and were attended by more than 100 members and guests: 10 January, Chestnut Hill Garden Club (134); 27 January, Boston Ballet Company (285); 19 March, Handel and Haydn Society of Boston (260); 11 April, Help the People of Florence, and Committee to Rescue Italian Art, honoring the Mayor of Florence (155); 3 June, Friends of Roland Hayes, his eightieth birthday (285); 13 June, Harvard class of 1922 (237); 23 June, Roxbury-Dorchester Beautification Community Program, Inc. (210); 28 June, American Society of Testing Materials (272); 11 September, first-year class, Cardinal Cushing College (125); 14 September, International Congress on Magnetism (858); 23 October, Consul General of Italy,

honoring Alta Moda Italiana designers (205); 20 November, Ambassador of FPR Yugoslavia and Yugoslav Scholars in New England (275); 8 December, The Helicon Society (265).

### Sales Desk Summary

	1967	1966
Books	\$1,331.00	\$1,857.25
Guides and Information		
Folders	1,675.72	2,596.10
Cards	3,722.15	3,686.68
Color Transparencies	3,447.40	2,963.65
Miscellaneous	875.74	518.89
	<u>\$11,052.01</u>	<u>\$11,622.57</u>

Death has taken two of the Staff: Evelyn Burr, Secretary for Administration, 14 February; Joseph V. Kelley, watchman, 2 April. Concerning the service of Miss Burr, the Trustees voted: To record this Board's sorrow in hearing of the death of Miss Evelyn Burr and its gratitude for her cheerful and effective service over a period of many years, which contributed greatly to the work of the Museum.

Six have resigned: Michael Wallace, maintenance technician, 10 April; Clara Strauss Monroe, Secretary for the Collection, 31 August; Frank R. Faust, guard, 9 September; Richard Maxwell, watchman, 17 September; Charles Morse, guard, 25 September; James W. Downing, guard, 31 December.

Nine have been engaged for regular duties: Leslie Dryer, Assistant Secretary for Administration, 6 April; Edward Gray, guard, 8 April; Michael Flynn, guard, 9 May; Henry L. Gormley, guard, 9 September; Edward P. Naylor, guard, 10 September; Susan W. Day, Secretary for the Collection,



11 September; Linda V. Hewitt, Associate Secretary for the Collection, 11 September; Robert French, watchman, 18 September; Stanley F. Bentley, guard, 5 October.

Engaged for conservation or inventory and on restricted schedules were Paula Kozol and Vincenzina Romano.

Students engaged for limited periods: Richard T. Dickinson, Philip Dow, William Gould, Shaunagh Guinness, Zara Haimo, Martha Holsclaw, Lorna Larson, Roy Perkinson, Sharyn Sooho.

At the annual memorial Mass, Friday, 14 April, 9 A.M., the celebrant was the Reverend Father Alfred Pedersen, S.S.J.E.

Respectfully submitted,

GEORGE L. STOUT



REPORT OF THE TREASURER

STATEMENT OF ASSETS AND CHANGES IN FUND BALANCES - DECEMBER 31, 1967 AND 1966

ASSETS	General Fund	Pension Fund (Note 5)	Maintenance and Depreciation	General Operating Account (Note 3)	Combined Funds— December 31,	
					1967	1966
CASH	\$ 5,450	\$ 5,149	\$ 7,933	\$ 43,300	\$ 61,832	\$ 64,812
INVESTMENTS (Note 1):						
Bonds (quoted market at December 31, 1967 \$5,180,840)	4,119,903	1,093,412	540,921	99,961	5,854,197	5,855,564
Common stocks (quoted market at December 31, 1967 \$9,874,512)	4,184,536	-	-	-	4,184,536	3,946,185
MUSEUM PROPERTY, at appraised values (Note 2):						
Land and buildings	\$ 366,400	\$ -	\$ -	\$ -	\$ 366,400	\$ 366,400
All the outstanding shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated, representing						
Contents of Museum building	4,015,000	-	-	-	4,015,000	4,015,000
Lot and greenhouse	49,000	-	-	-	49,000	49,000
	\$ 4,430,400	\$ -	\$ -	\$ -	\$ 4,430,400	\$ 4,430,400
	\$12,740,289	\$1,098,561	\$548,854	\$143,261	\$14,530,965	\$14,296,961
CHANGES IN FUND BALANCES						
BALANCES DECEMBER 31, 1966	\$12,636,807	\$1,046,421	\$516,867	\$ 96,866	\$14,296,961	\$14,113,479
Excess of income received over expenditures and appropriations	-	-	-	46,395	46,395	56,323
Net gain (loss) from sales of securities	103,482	186	-	-	103,668	53,552
Income from investments of:						
Pension fund	-	43,427	-	-	43,427	39,806
Maintenance and depreciation	-	-	21,987	-	21,987	18,941
Pensions paid	-	(11,473)	-	-	(11,473)	(15,140)
Appropriations from income for:						
Pension fund	-	20,000	-	-	20,000	20,000
Maintenance and depreciation	-	-	10,000	-	10,000	10,000
BALANCES DECEMBER 31, 1967	\$12,740,289	\$1,098,561	\$548,854	\$143,261	\$14,530,965	\$14,296,961

The accompanying notes are an integral part of these statements.

STATEMENT OF GENERAL FUND INCOME,  
EXPENDITURES AND APPROPRIATIONS  
FOR THE YEARS ENDED DECEMBER 31, 1967 AND 1966

INCOME:	1967	1966
Income from general fund investments—		
Dividends on common stocks	\$264,467	\$266,576
Interest on bonds	187,171	173,693
Sales of catalogues, postcards, etc. at Museum	10,245	11,623
	<u>\$461,883</u>	<u>\$451,892</u>
EXPENDITURES:		
Museum operating expenses—		
Maintenance and security	\$166,684	\$158,821
Administration	83,526	65,703
Gardening and grounds	45,992	44,170
Music	31,164	30,146
Care of collection and paintings	22,071	15,174
Professional services	16,833	17,000
Insurance	12,281	8,739
Compensation of managing trustees	3,940	3,920
Miscellaneous general and administrative expenses	2,997	3,258
Payroll taxes and employees' Blue Cross (Note 4)	—	18,638
	<u>\$385,488</u>	<u>\$365,569</u>
EXCESS OF INCOME OVER EXPENDITURES	\$ 76,395	\$ 86,323
Appropriations for:		
Pension fund	20,000	20,000
Maintenance and depreciation	10,000	10,000
EXCESS OF INCOME OVER EXPENDITURES AND APPROPRIATIONS	<u>\$ 46,395</u>	<u>\$ 56,323</u>

The accompanying notes are an integral part of these statements.

## NOTES TO STATEMENTS

DECEMBER 31, 1967

1. *Investments*

Investment securities held in the general fund are stated at cost, less amortization of bond premium, if acquired subsequent to December 24, 1936, or at market values shown in the Trustee's inventory as of that date. All other securities are stated at cost.

2. *Museum Property*

The Museum land and buildings, together with all the shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated (representing the contents of the Museum building, lot and greenhouse) are stated at appraisal values as shown in the Trustee's inventory as of December 24, 1936.

3. *Restriction upon Surplus of Income*

The Trustees are directed under the Will of Isabella Stewart Gardner to pay to certain named hospitals any surplus of income which in the opinion of the director and Trustees will not be needed for the proper and reasonable maintenance of the Museum. These amounts, if any, are payable at the end of successive five-year periods and the next such period ends in 1969.

4. *Reclassifications*

During the year ended December 31, 1967, payroll taxes and employees' Blue Cross have been charged to the specific operating functions for which the payroll costs were incurred.

5. *Pension Fund*

The Museum has no formal pension arrangements with employees. The Trustees made discretionary payments of \$11,473 to certain retired employees in 1967.

## REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS

### *The Trustees*

### *The Isabella Stewart Gardner Museum, Incorporated Trustee under the Will of Isabella Stewart Gardner*

We have examined the statement of assets and changes in fund balances of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED (a Massachusetts corporation), TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER as of December 31, 1967, and the related statements of general fund income, expenditures and appropriations for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We have previously examined and reported on the statements for the preceding year.

The accounts of the Museum are maintained on the cash basis, and the accompanying statements have been prepared on that basis. The Museum has consistently followed the practice of expensing capital assets acquired subsequent to December 24, 1936, and of making no provision for the depreciation of Museum buildings. Appropriations for maintenance and depreciation are credited to the maintenance and depreciation fund when authorized by the Trustees.

In our opinion, the accompanying statements present fairly the assets and changes in fund balances of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner as of December 31, 1967, and its general fund income, expenditures and appropriations for the year then ended, in accordance with the method of accounting mentioned above, applied on a basis consistent with that of the preceding year.

ARTHUR ANDERSEN & Co.

Boston, Massachusetts,  
February 2, 1968.



## NOTE ON THE ORGANIZATION OF THE MUSEUM



The Isabella Stewart Gardner Museum, Incorporated (Museum Corporation), a Massachusetts charitable corporation, is the sole trustee under the will of Isabella Stewart Gardner.

Upon her death in 1924, Mrs. Gardner left to seven individual trustees the property which now constitutes the Museum—Fenway Court and the works of art she had collected there, some of which were owned by her directly and some by a corporation of which she owned all the capital stock, The Isabella Stewart Gardner Museum in the Fenway, Incorporated (Fenway Corporation). She also gave her trustees an endowment fund for the support of the Museum.

In 1936 the individual trustees under Mrs. Gardner's will organized the Museum Corporation and resigned as trustees under the will. The Museum Corporation was appointed by the Probate Court to be successor trustee in their stead and now holds all the trust property, consisting of the real estate, the collection (owned either directly or through Fenway Corporation), and the endowment.

Under the By-laws of the Museum Corporation it is managed by a board of seven trustees who have the power to fill vacancies in their own number. The officers, elected annually by the trustees, are a President, Vice-President, Treasurer and Secretary. A Finance Committee of at least two members appointed by the trustees is responsible for the Museum's investments.

Under the terms of Mrs. Gardner's will full authority over the Museum, the collection, and the staff is vested in the Director, who is appointed and subject to removal by her trustees (now the Museum Corporation).

*One hundred twenty-five copies of this report were printed  
by The Anthoensen Press, Portland, Maine*



